

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, June 20, 2014 at the hour of 8:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese, EdD and Director Carmen Velasquez (2)

Board Chairman David Carvalho (ex-officio) and Directors Hon. Jerry Butler, Lewis M. Collens, Ada Mary Gugenheim; and M. Hill Hammock

Present

Telephonically Directors Wayne M. Lerner, DPH, FACHE; Reverend Calvin S. Morris, PhD; and Luis Muñoz, MD, MPH

Absent: Director Jorge Ramirez (1)

Chairman Wiese stated that several Directors were unable to be physically present, but were able to participate in the meeting telephonically.

Chairman Wiese, seconded by Director Velasquez, moved to allow Directors Butler, Collens, Lerner, Morris, Muñoz and Ramirez to participate in this meeting telephonically. THE MOTION CARRIED UNANIMOUSLY.

During the meeting, of those Directors who were included in the group to participate telephonically, Directors Butler and Collens arrived and were physically present. Directors Lerner, Morris and Muñoz were telephonically present.

Additional attendees and/or presenters were:

Randolph Johnston – System Associate General Counsel
Gladys Lopez – Chief of Human Resources
Elizabeth Reidy – System General Counsel

Deborah Santana – Secretary to the Board
John Jay Shannon, MD – Interim Chief Executive Officer and Chief of Clinical Integration

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

III. Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, presented her report, which included information on the following subjects: Comparison of Vacancies Filled - FY2013-FY2014; 2014 Processing of House Staff; CCHHS Employment Plan; CCHHS Labor Relations; and Labor Management Committee. The Committee reviewed and discussed the information.

III. Report from Chief of Human Resources (continued)

During the presentation of her report, Ms. Lopez introduced and welcomed the new Deputy Chief of Human Resources, Barbara Pryor.

Director Velasquez inquired regarding the number of nurses that are retiring because of the pension issue. Ms. Lopez stated that there have been a few retirements, but not a large number; she stated that she will look into the matter and provide that number¹.

Board Chairman Carvalho noted that, in addition to vacant positions that are being filled, the System loses a certain number of employees through attrition, which increases the number of unfilled positions. He inquired whether the System is hiring at a stay-even, fall behind or get-ahead rate. Ms. Lopez responded that the System is somewhere in between the rate of not quite getting ahead, but not completely falling behind. She indicated that she can prepare a report and present it at next month's Committee meeting that reflects the month-by-month comparison of employees who leave and vacancies filled².

Ms. Lopez provided additional information on the subject of vacant positions and hiring initiatives. She stated that, at the start of the year, there is a focus on the total number of vacancies. Throughout the year, vacant positions created during the year by attrition are included in the total number of vacancies; some of the vacancies that are filled do cover those vacancies created through attrition. However, the difficulty is, when one looks at a block of the total positions, those are not necessarily positions that are either targeted or scheduled to be filled at any one given time. One of the subjects that has been previously discussed and that will now be implemented is a hiring plan that will allow the administration to be strategic with the positions that are filled. For example, for every department that has vacancies, the manager will need to identify when that position needs to be filled throughout the course of the next year. They will also need to identify which positions need to be reclassified or whether new positions need to be created. That is something that has not been done in the past; without that information, it is difficult for the administration to be strategic with regard to how the vacancies are filled.

Dr. John Jay Shannon, Interim Chief Executive Officer and Chief of Clinical Integration, stated that, for an organization of this size, based on industry standards and as part of routine turnover, it is estimated that at any given time the System should probably have as many as 600 vacancies. He stated that there is not an organizational goal to reduce the vacancies down to zero – that would be a theoretical possibility but does not comport with reality. At the present time, the number of unfilled positions is higher than 1,000, and the administration wants to get much closer to the number of 600 vacancies. That would be an organizational medium-term strategic goal. He referenced Ms. Lopez' comments regarding the strategic hiring plan; he stated that one of the things that will be seen in coming months is the fruit of those early efforts, which includes focused attention on hiring for Cermak Health Services and recruiting and hiring for physicians and nurses. His last point, which he noted will be further discussed at the Finance Committee Meeting later that day, is regarding the intersection between the System's Medicaid managed care plan and CCHHS as a provider. The System will, without a doubt, need to be changing the characteristics, needs and type of skills needed across the organization; therefore, the administration will move away from the concept of automatically working to fill a vacancy caused by attrition, and will instead be more strategic with regard to that newly vacant position. He stated that, in some areas, the administration will immediately work to repost that position – an example would be a position in medical-surgical nursing, where vacancies always exist. But there will be other positions, where, if a vacancy occurs, the administration will need to reconsider whether that skill is needed at that particular facility. There will be a dynamic, but the point is that the System's ultimate goal is that it needs to drive closer to that goal of approximately 8-10% of the total workforce, or approximately 600 vacancies.

III. Report from Chief of Human Resources (continued)

With regard to the information presented on the Comparison of Vacancies Filled, Dr. Shannon clarified that the data reflected in the subsequent months of the year are not to be interpreted to suggest that this is what will be seen for those months; rather, this is a snapshot of the number of people from whom the System currently has received commitments for that month - as the work is ongoing, those bars will grow each time the Committee receives updates.

Director Velasquez inquired regarding hiring of bilingual staff and the number of nurses who fluently speak another language. Ms. Lopez responded that when a candidate applies for a position in the Taleo System, they indicate if they are bilingual in certain languages. Some of the System's positions indicate that fluency in a second language is a preferred requirement. Ms. Lopez stated that, although fluency in a second language is not something that is tracked, she stated that she can reach out to nursing leadership to see if they have that information or can provide an estimate. Director Velasquez stated that, when one considers the System's population, that is something that is going to be very important for the future.

During the discussion of the information regarding the Labor Management Committee (LMC), Board Chairman Carvalho asked for an example of a decision that has been made that impacted union staff that had not been included in discussions before the decision has been made. Ms. Lopez responded that, sometimes, a discussion or meeting about a potential initiative that the administration is considering somehow is communicated to that potentially affected group - when members of that group hear about the potential initiative, they feel that a decision has already been made. One example of this occurred when the administration was considering changing the hours in some of the clinics - expanding hours so more patients could be seen, and making services more accessible to patients. Ms. Lopez indicated that, while that subject was on the table for discussion, and nothing had been finalized yet, word got out and there was a concern that the administration was not sharing that information in a timely fashion.

Dr. Shannon provided additional information regarding the membership of the LMC. He stated that the membership is dynamic, was initiated by leadership from a handful of the largest membership unions, and was rather open-ended. The management representation was never clearly set, so it will be expanded; starting this month, it will include all key operational leadership that work with the System's unionized staff. It is believed that this will be an improvement, because the System and the labor unions have a very shared need to have a good relationship. This organization needs to be more nimble and effective, and to provide better services for its patients; to address this need, the System needs to be on the same page with its labor partners. Director Velasquez added that the whole philosophy of cross-training staff has to be put on the table; understanding that the System's administration and its labor partners both want what is best for the patients should make the concept desirable for both parties.

IV. Action Items**A. Minutes of the Human Resources Committee Meeting of May 16, 2014**

Chairman Wiese, seconded by Director Velasquez, moved to accept the minutes of the meeting of the Human Resources Committee of May 16, 2014. THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections IV and V

IV. Action Items (continued)

C. Proposed Collective Bargaining Agreements

- i. Coalition of Unionized Public Employees (C.O.U.P.E.) Trades**
 - a. Proposed Collective Bargaining Agreement, for the period of December 1, 2012 through November 30, 2016**
 - b. Prevailing Wage Rates**

Action was taken on this item following the adjournment of the closed meeting.

Chairman Wiese, seconded by Director Velasquez, moved to approve the proposed Collective Bargaining Agreement with the C.O.U.P.E Trades. THE MOTION CARRIED UNANIMOUSLY.

V. Closed Meeting Items

- A. Discussion of personnel matters**
- B. Update on labor negotiations**
- C. Discussion of litigation matters**

Chairman Wiese, seconded by Director Velasquez, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

V. Closed Meeting Items (continued)

Chairman Wiese declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Action was taken on the Proposed Bargaining Agreement following the adjournment of the closed meeting (see Item IV(C)).

VI. Adjourn

As the agenda was exhausted, Chairman Wiese declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, EdD, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

¹ Follow-up: request for information regarding the number of nurses that are retiring because of the pension issue.
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² Follow-up: for next Committee Meeting, report to be presented reflects the month-by-month comparison of
employees who leave and vacancies filled. Page 2.

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
June 20, 2014

ATTACHMENT #1

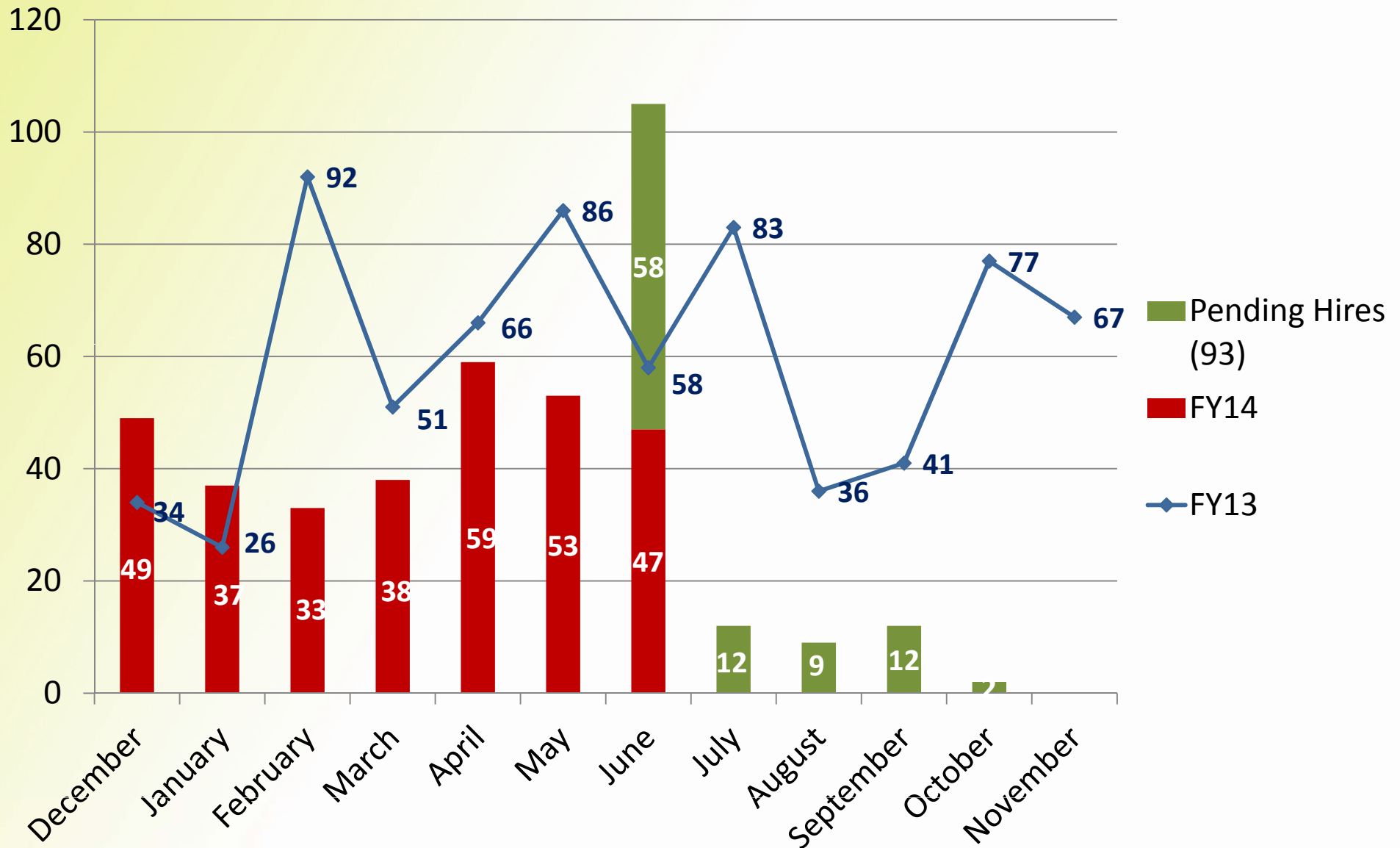


CCHHS Human Resources

**Gladys Lopez,
Chief of Human Resources**

June 20, 2014

Comparison of Vacancies Filled – FY13 to FY14



NOTE: As of 06/11/14 we have 3 candidates who are being processed. A Hire Date has not yet been identified for these individuals.

2014 Processing of House Staff

- Human Resources is working closely and collaboratively in the processing of the 125 new 2014 House Staff members with an anticipated start date of Tuesday, July 1, 2014
 - In addition to the usual “Processing” and “On-Boarding” of a new hire, in this case, it also includes a myriad of additional and other behind-the-scenes work such as: processing promotions; step increases; vacation accrual corrections / adjustments; etc.

CCHHS Employment Plan

- Continued assistance from the Compliance Administrator's Office and our Employment Plan Officer in reviewing the document
- Our Draft Plan was submitted to Plaintiffs' Counsel and is under review
- Next step: to file the Plan with the Court



CCHHS Labor Relations

June 20, 2014

Labor Management Committee

- Met on May 19, 2014
- Dr. Shannon reminded everyone of the objective to identify concerns where there can be collaborative resolution
- A union concern is they are not included in discussions or decisions that impact Union staff until after a decision is made

- The following projects were shared to demonstrate Management/Labor working together collaboratively:
 - 1) SEIU Recall
 - 2) NNOC/RTU open shift bid
 - 3) AFSCME MOU on internal/external postings
 - 4) SEIU agreement for certain positions on internal/external postings